



HEADQUARTERS INSTALLATION MANAGEMENT AGENCY



January 2006

IMA Human Resources Update

Fourth Edition

Workforce Development News:

Mandatory Leadership Training

As the Army continues to deal with transformations, restructuring, Base Realignments and Closures (BRAC), changes in the mission, etc., it will become more crucial that civilian managers be prepared to respond to the needs of the Army and obtain the necessary knowledge, skills and abilities to effectively manage human and material resources. As stated in Army directives and policies, all employees, military and civilian, are required to maintain and sustain their capability by working as a team. This is accomplished via training, commonly referred to as "leadership training," or "professional development training." The Army Civilian Leader Development Core Curriculum outlines training for Army civilians at all levels. This article provides a synopsis of the eleven core courses identified as mandatory training for Army civilians at each level (Intern, Supervisor, Manager and Executive).

INTERNS are required to complete two mandatory training courses. They are the:

Intern Leadership Development Course (ILDC). The ILDC must be completed by all central and local Interns prior to graduation from the intern program. It is a 5-day course taught by Civilian Leadership Training Division (CLTD) facilitators at regional training sites. The ILDC teaches students about the US Army organization and the civilian employee role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development, decision making and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction and motivation, and when to use the appropriate style; individual values and how they affect decisions and professional ethics. Applications for the course are submitted through command channels by the intern's supervisor through their Civilian Personnel Office Centers (CPOCs). The course is centrally funded by HQDA for all centrally funded interns.

Action Officer Development Course (AODC). This is the second mandatory training course for Interns. The AODC is a 21-hour correspondence course, and it is available as interactive on-line training. It must be completed by all centrally and locally assigned interns prior to graduation. Individuals promoted /appointed to journey level positions must also complete this training within 30 days of appointment/promotion, and not later than six (6) months of course enrollment. The AODC covers organization and management; producing completed work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics. Apply at the Civilian Personnel On-Line (CPOL) website:
<http://cpol.army.mil/library/train/courses/st7000/top.htm>.

Workforce Development News Cont'd:

SUPERVISORS are required to complete two mandatory training courses:

The On-Line Supervisor Development Course (SDC) (Phase I). The SDC is mandatory training for all newly appointed civilian supervisors within six (6) months of appointment or assignment to their position. Military personnel who supervise civilian employees are also required to complete this course within six (6) months but no later than 12 months after their assignment to such a position. The purpose of the course is to provide new supervisors with the supervisory knowledge necessary to successfully manage work and lead people. This 39-hour correspondence course is made up of two subcourses: ST5001: Managing and Leading, and ST5002: Human Resources Management. Both subcourses must be completed to receive credit for SDC, and are prerequisites for enrolling in Phase II. Applications for enrollment are made on-line at: <http://www.atsc.army.mil/accp/aipd.htm>. No cost is involved. Some installations conduct this course in a classroom setting scheduled periodically. Applicants should check with their servicing Human Resources Development (HRD) advisor at the Civilian Personnel Advisory Center (CPAC) to determine whether this course is offered on-site. *The SDC is officially recommended training for all Team Leaders, and should be completed as soon as possible after assignment to a team leader position.*

The Leadership Education and Development (LEAD) Course (Phase II). This second mandatory training course for supervisors is taught at or near the individual's installation by certified graduates of a Train-The-Trainer course conducted by the Civilian Leadership Training Division, Center for Army Leadership. The LEAD course is mandatory for new supervisors within six (6) months after appointment to the position. Likewise, new military supervisors of civilians should complete this course within six (6) months but NLT 12 months of appointment. This 5-day course provides training and practical application in Army leadership doctrine and competencies. A waiver for Phase II ONLY may be granted by local commanders for military personnel with equivalent training or experience. Application may be made by submitting a DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement and a copy of the certificate of completion for SDC. It is locally funded.



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Workforce Development News Cont'd:

Individual Development Plans (IDPs) For IMA Employees

Recently, the Director, IMA signed a memo to emphasize the importance of Individual Development Plans (IDPs) to support development of employees.

Quality individual development planning is vital to assuring the current and future capability of our workforce in accomplishing IMA's challenging mission. The use of IDPs is widely recognized in government and industry as a tool for employee professional development and for budgeting available training dollars. IMA Pamphlet 600 -1, Workforce Development Program, issued 5 November 2004 requires that IDPs be prepared and maintained for IMA employees. The new memo reinforces having high quality IDPs and makes them an item of interest/inspection in upcoming trips to the field by the Director and Region Directors.

As a member of the IMA workforce, you may have asked yourself, "What makes an excellent IDP?" or "How do supervisors and employees hold effective career planning sessions to develop a high quality IDP?"

Here are some suggestions and tips on the IDP process:

- Plan for the IDP interview. Both employee and supervisor should come prepared. Identify career and personal goals. Consider a range of options for development.
- Take the time to do a quality job; set aside an appropriate amount of uninterrupted time for the supervisor-employee meeting and choose an appropriate location to focus on career planning.
- Supervisors should take a genuine interest in the employee's career development. Both supervisors and employees should commit to active and meaningful dialogue, taking into account the experiences of the supervisor to help clarify career goals.
- Identify sources of additional information for career planning – Career Program/Career Field Managers, training catalogs, universities, professional associations. IMA Pam 600-1, Workforce Development Program, Appendix B, provides complete guidance on filling out the IDP form.
- Link planned developmental experiences to the current job, planned career progression and to IMA/Army goals.
- Consider a logical sequence of developmental experiences for employees. Include both technical and leadership training opportunities. Look at both short term and long term (5 years) goals.
- In addition to training courses, consider the full range of developmental activities: mentoring, on the job training, both technical and leadership training opportunities, job rotation or cross training, conferences and workshops, on-line or distributed learning.
- Include courses/experiences that are mandatory and organizationally significant (e.g. Sustaining Base Leadership and Management (SBLM), Senior Service Colleges, Professional Military Education (PME).
- Insure good closure and follow-up on how and when the employee will get the agreed-upon training.
- Treat the IDP as a living document and incorporate changes as developmental needs surface. The IDP is an essential part of a Continuous Learning cycle for the individual and the organization.

Supervisors and employees committing to a well thought-out, strategic individual development plan is key to optimizing employee potential and enhancing individual career satisfaction. At the same time, it directly contributes to building future needed organizational capabilities, thereby increasing the effectiveness and performance within IMA and the United States Army.

Army Well-Being News:

Well-Being Management Services— Taking Root at IMA Demonstration Sites

During October and November 2005, three of IMA's Well-Being demonstration sites (Fort Jackson, Fort Richardson, and Fort Eustis) completed testing the last two legs of an automated Three-Tiered Feedback process. This was accomplished by the deployment and completion of two web-based service assessment tools (Automated Corporate and Constituent Group feedback) that will evaluate the performance and importance of garrison administered programs and services. These tools, along with the Interactive Customer Evaluation (ICE) system comprise Well-Being Three-Tiered Feedback.

The Three-Tiered Feedback System gathers feedback (from the constituent's perspective) through three distinct mechanisms in order to provide a 360-degree view of the delivery and receipt of installation services. The three feedback tiers consist of Individual, Constituent Group, and Corporate feedback.

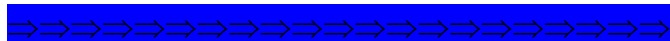
Individual—The Interactive Customer Evaluation (ICE) system is the major component of individual feedback. It provides directed feedback of services received by individuals and promotes direct and rapid interaction between service providers and constituents. It is an integral piece in evaluating feedback and provides service providers with a tool that allows them to directly and quickly affect the Well-Being of constituents. Other forms of individual feedback include functional surveys, IG Action Requests, and dial or write-in (e.g., dial-6 BOSS or ask the Commander newspaper columns) inquiries.

Constituent Groups- Well-Being encompasses the entire Army Team—Soldiers (Active, ARNG, USAR), Retirees, Veterans, Civilians, and their family members. Each part of the team is unique in its relationship to The Army. Community Well-Being attempts to accommodate these differences and uses constituent feedback to determine the perceptions of service delivery as it affects these designated groups. Constituent Group feedback is a semi-annual assessment system that provides group perceptions of installation service delivery performance and the importance of each service to their unique needs.

Corporate Feedback- Corporate Feedback is a semi-annual assessment system that provides direct feedback to IMA from mission commanders including Brigade and Battalion level Commanders, Command Sergeants Major/Sergeants Major, First Sergeants/Master Sergeants, and senior staff members of organizations that are tenants on the installation and supported by an installation's garrison. The corporate assessment identifies services most important to the accomplishment of a unit's mission and evaluates how well the garrison is providing each service.

Garrison Commanders can use the information obtained from the Three-Tiered Feedback System to prioritize and focus installation services. In a typical yearly cycle, Three-Tiered Feedback is compiled every six months to provide a clear picture of service performance and importance. Since world-class performance is the goal, action plans are developed and executed for services not achieving a green (80% satisfaction rate) rating. Communicating feedback results (and actions taken or planned) to all constituents is accomplished through multiple media sources (post newspaper, town hall meetings, website postings, etc).

The Well-Being Management Services process is fielded only at IMA's Well-Being Demonstration (demo) Sites (Forts Jackson, Richardson, Wainwright, Eustis, and USAG Heidelberg) where full-time Well-Being Coordinators are in place. The goal is to continue to field WB demo sites as resources become available. The Three-Tiered Feedback System development, proofing, and refinement continues at each demo site during FY06.



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Military Personnel News:

Military Personnel Branch Chiefs VTC

The Military Personnel Branch in partnership with Human Resources Command (HRC), Personnel Service Support Division (PSSD), will conduct a series of 2-hour Video Tele-Conferences (VTC) with Region Military Personnel Branch (MPB) Chiefs and installation Military Personnel Division (MPD) Chiefs, on various topics and issues impacting personnel service support at the installation in the Month of January 2006.

The following is the tentative schedule: (All times EST)

Northeast: 10 January, 10:00 a.m. (Need your issues/concerns soon!)

Southeast: 12 January, 10:00 a.m. (Likewise)

Northwest/Southwest: 18 January, 1:00 p.m.

Europe: 19 January, 8:00 a.m.

Pacific: 24 January, 2:00 p.m.

Korea: 26 January, (time pending coordination)

For more information please contact the IMA e-mail address listed below.



Questions? Send an email to:

IMA-HRWEB@hqda.army.mil

Military Personnel News Cont'd:

Personnel Service Deliver Redesign (PSDR) is Coming!

Personnel Service Delivery Redesign (PSDR) is a business process reengineering effort by the Army G-1 and the US Army Soldier Support Institute (SSI), Adjutant General School. PSDR provides a roadmap for delivery of end-to-end personnel services in the Army. PSDR equips S1 sections with the right personnel, equipment, systems, and associated access to execute personnel services and strength management directly to "the top of the system database, organizations and agencies in each component." PSDR eliminates the middle layer Personnel Services Battalion, Soldier Support Battalion (PSB, SSB etc.) from Human Resources (HR) processes and streamlines the ability of HR professionals to take care of Soldiers. A pilot test was conducted at Fort Campbell with the 101st Airborne Division, which demonstrated the validity of the PSDR concept.

IMA has been working closely with the Army G-1 Personnel Transformation Directorate on the PSDR pilot test conducted at Fort Campbell and strongly endorses the initiative. However, this has required the undocumented realignment of certain positions in the Fort Campbell Military Personnel Division (MPD) and a similar undocumented realignment of positions within all MPDs affected by PSDR modularity is anticipated. This major shift in the delivery of personnel services at the installation will have a significant impact on resourcing, especially in USAREUR and Korea where garrison HR functions are primarily performed by TOE Personnel units. IMA must conduct a thorough gap analysis to evaluate the true resourcing requirements and develop a standard MPD support structure capable of providing personnel service support to the institutional Army as well as non-deploying, rear detachment personnel.

Our plan is to move forward with implementation instructions for each major functional support area laying out specific instructions for the MPDs. We will need to do an initial MPD "site survey" for each installation schedule to restructure under PSDR, to get an idea of what ground truth is on who is performing what actions (IMA vs MTOE) and then work with SSI and Army G-1 to develop a "transfer of authority/responsibility" that lays out the timeline (blackout, training, transfer etc.) of the tasks.

The Soldier Support Institute (SSI) is developing a plan to assist with Army-wide implementation of PSDR. IMA will participate as both a member of a pre-site survey and New Organization Training Team (NOTT). Our focus as a pre-site survey team member will be to set the conditions for the NOTT so they can minimize their time on the ground during initial coordination. Areas of focus will include:

- a. Educating the command / installation on what changes will happen
- b. Reviewing the current Personnel Service Support (PSS) infrastructure and HR support to determine what imbedding between IMA and PSB requires "undoing"
- c. Assisting in the initial planning of personnel moves, task transfer, establishing proper accounts for systems, and the future "look" of the HR structure at the installation

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Civilian Personnel News:

Special Review of Civilian Human Resources (Career Program-10) Grade Structure/Alignment Across Department of the Army

The Assistant G-1 for Civilian Personnel Policy (CPP) has directed the U.S. Army Civilian Personnel Evaluation Agency (USACPEA) to conduct a special review of the Army's Civilian Human Resources (CHR) (CP-10) grade structure and alignment.

The Assistant G-1 for CPP has indicated the following as the objectives for the review:

- identify the resources performing CHR work;
- determine the effectiveness of the current structure, and
- identify conflicts or overlapping/duplication;
- access the Army's ability to provide short term and long term HR administrative services; and
- consider the impact of National Security Personnel System (NSPS).

The review will be of civilian and military staff from HQDA, Civilian Human Resources Agency (CHRA) (to include HR Region Directors), Major Army Commands (MACOMs), the Installation Management Agency (IMA), and the Community and Family Support Center (CFSC).

Based on findings the USACPEA will identify and initiate corrective actions where deficiencies exist.

Within HQIMA, Mr. Larry Olson, Chief HR Division and Mr. John Brown, Chief, Civilian Personnel Branch were interviewed by a representative from the USACPEA team on September 20, 2005 and Ms. Karen Perkins, IMA NERO HR Chief, was interviewed telephonically on October 14, 2005. Other IMA civilian and military staffs have also been interviewed.

To date, the Assistant G-1 for CPP has not issued a final report of their findings.



Civilian Personnel News Cont'd:

BRAC Annual Leave Restoration

The FY05 BRAC recommendations are law. As a result, effective November 2005, Appropriated and Nonappropriated Fund employees at HQ IMA and those regions and garrisons designated for realignment or closure through the Base Realignment and Closure (BRAC) process, are authorized to carry over annual leave in excess of 240 hours. Annual leave restored under this special BRAC provision will be placed in a separate leave account and employees are not required to use this restored leave before other available annual leave. The carryover provision will continue until a move occurs (BRAC, resignation, transfer to another agency, retirement, etc.).

To qualify for the restoration of annual leave, tenant activities must be scheduled under the BRAC announcement to be realigned to a different commuting area. DA is aware of the need for an interpretation of commuting area and continues to seek a more specific definition from OSD, Civilian Personnel Management System (CPMS). The effective date of the annual leave carryover is not tied to the "move" date and is an incentive to keep employees as long as possible until the agency moves out of the commuting area.

The leave restoration entitlement does not apply to employees assigned to positions designated to continue on-site operations after the activity's closure/realignment. HQ IMA's Civilian Personnel Branch has requested clarification from DA to determine if the leave restoration provision is applicable to OCONUS individuals who are designated as closure-critical and who agree to stay just to closing yet have no return rights to the United States.

An employee with return rights assigned to an overseas organization that does not fall under BRAC, would not initially qualify for the exemption to use/lose annual leave. However, if that employee exercises his/her return rights to the stateside organization that is affected by BRAC, s/he would then be eligible to accrue annual leave in excess of the normal use/lose amount.

Some closing installations may identify personnel who will become caretakers after base closure. Those identified caretakers will be paid a lump sum at the time they actually begin their caretaker function. At that point, they will no longer be eligible for the use/lose provision, and will not be authorized to accumulate leave in excess of 240 hours.

The carryover provision ends with the relocation or separation of an employee. Any annual leave in excess of 240 hours will be paid out in a lump sum if a covered employee transfers to a non-DoD Federal agency or to a DoD installation that is not being closed or realigned. If the employee separates from government service, payment will be made for all leave. Information will be posted on how to record this leave as soon as it can be cleared with the Defense Finance and Accounting Office. At this time, it appears additional BRAC monies may be made available to cover these costs, but that is not certain, and is among the issues IMA's waiting for HQDA to clarify.

Employees also have an option of using the restored annual leave to remain on the rolls past their scheduled separation date in order to qualify for retirement and/or Federal Employees Health Benefits Coverage.

Employees need take no action. Local CPACs will send notification to DFAS of employees eligible for the leave restoration provision. Early in the calendar year, there will be an annotation on leave and earning statements reflecting the restored leave. Servicing CPACs at these locations are ready to provide advice and to administer this provision. As additional information and clarification is received, we will share it with you immediately.

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ASAP News:

NATIONAL SUICIDE AWARENESS WEEK

The Army Substance Abuse Program (ASAP) Branch participated in the Suicide Prevention Action Network (SPAN) USA 10th Annual Suicide Prevention Week 4-10 September 2005 in Washington DC. Attendees visited key members of Congress to raise awareness about suicide prevention issues and solicit funding support for national initiatives to reduce suicidal behaviors; they viewed the Lifekeepers Memorial Quilts displayed on the National Mall and marched from Freedom Plaza to Capitol Hill.

This national awareness event is held each year to raise awareness about the toll of suicide and the need for suicide prevention initiatives. This is the time each year that "grassroots" suicide prevention advocates remember those lost to suicide, receive advocacy training, and visit members of Congress to educate them about suicide and suicide prevention. Suicide is the 11th leading cause of all deaths in the United States, the 3rd leading cause of death among individuals between the ages of 15 to 24, and the 4th leading cause of death among active duty Soldiers in the Army. Suicide is the 2nd leading cause of death among active duty Soldiers, following privately owned vehicle (POV) accidents, in peacetime.

During this week, garrisons were encouraged to focus on promoting innovative suicide prevention efforts designed to increase awareness of this public health problem, promote help-seeking in persons at risk, and improve coordination and collaboration between garrison human service activities.

Red Ribbon Week 2005

The Army Substance Abuse Program (ASAP) Branch participated in the DoD Awards ceremony and official kick-off of the National Red Ribbon Week on 24 October 2005. The Fort Stewart ASAP was presented with the 2004 Secretary of Defense Community Drug Awareness Award recognizing the Fort Stewart and Hunter Army Airfield ASAP as the best Army Drug Demand Reduction Program.

National Red Ribbon week serves as a tribute to Special Agent Enrique Camarena, who was kidnapped and murdered by drug traffickers in Mexico. Red Ribbon Week is the most far-reaching and well-known drug prevention event in America. IMA garrison ASAPs promote drug prevention efforts year round, but celebrate Red Ribbon Week by highlighting their prevention and education efforts and hosting a variety of alternative recreation activities in the community, such as parades and fun runs.

Please join us in congratulating the Fort Stewart ASAP. All Soldiers, civilians and family members are encouraged to don their red ribbons each October and show their commitment to drug-free communities year round.

For further information, send an email to:
IMA-HRWEB@hqda.army.mil

ASAP News Cont'd:

2005 National Drunk and Drugged Driving Prevention Campaign

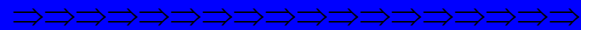
Impaired driving is one of America's deadliest problems. Every 30 minutes, nearly 50 times a day, someone in America dies in an alcohol-related crash. According to the National Highway Traffic Safety Administration (NHTSA), about three in every ten Americans will be involved in an alcohol-related crash at some point in their lives. Too many people still don't understand that alcohol, drugs and driving don't mix. Impaired driving is no accident, nor is it a victimless crime.

Since 1981 every President of the United States has proclaimed December "National Drunk and Drugged Driving (3D) Prevention Month" to underscore the public's commitment to preventing impaired driving and promoting the use of designated drivers and sober ride programs. Army installations have supported National 3D Prevention Month activities since 1982, as part of this nationwide public information campaign against impaired driving during the holiday season.

For more information on this important campaign or for additional information on local and national 3D Prevention Month events and activities visit the National Highway Traffic Safety Administration (NHTSA) website homepage at:

<http://www.nhtsa.dot.gov/people/injury/alcohol/StopImpaired/HolidayPlanner/index.htm>.

Keep in mind, during holiday seasons, "If you catch a buzz, catch a ride". Designate a sober driver before all holiday season and New Year's festivities.



On behalf of Headquarters,
Installation Management Agency,
Human Resources Division:

**Have a Great and Prosperous
New Year!**

